



STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
DEPARTMENT OF ADMINISTRATION

OFFICE of MANAGEMENT & BUDGET

One Capitol Hill

Providence, RI 02908-5890

Office: (401) 574-8430

DRAFT

Lean Steering Committee Meeting Minutes

Monday, November 30, 2015, 1:00 PM

Department of Environmental Management

235 Promenade Street, Room 425

Providence, RI 02908

Lean Steering Committee Attendance

Name	Agency/Organization	Present
Janet Coit, Chair	Director, Department of Environmental Management	Yes
Brian Daniels	Director, Performance Management, Office of Management and Budget	Yes
Andrew Manca	Chief, Program Development, Lean Government Initiative Coordinator, Office of Management and Budget	No
Abby Swienton	Chief of Staff, Department of Children, Youth and Families	No
Jonathan Womer	Director, Office of Management and Budget	No
Macky McCleary	Director, Department of Business Regulation	Yes
Leslie Taito	SVP, Corporate Operations, Hope Global	Yes
Jacky Beshar	VP, Groov-Pin	Yes
Robert Imbruglio	Lean Manager, Pentair Equipment Protection	Yes
Karl Wadensten	President, VIBCO	Yes
George Nee	President, Rhode Island AFL-CIO	No
Neil Steinberg	President & CEO, Rhode Island Foundation	Yes

Others in Attendance

Name	Agency/Organization
Pamela Toro	Department of Business Regulation
Rose Jones	Department of Environmental Management
Grant Dulgarian	Community Activist
Ann Marie Young	Implementation Aide, OMB/DOA

Janet Coit called the Lean Steering Committee meeting to order at 1:00PM.

Macky McCleary made a motion, seconded by Robert Imbruglio, to approve the minutes of the August 26, 2015 Lean Steering Committee meeting. All were in favor.

Announcements by Chair

Janet Coit announced that Andy Manca has returned from military leave early, and extended thanks to Andy, Michaela Brockmann, Lou Maccarone, and Brian Daniels, for leading the Lean 101 trainings and other Lean projects.

The Lean initiative is taking hold and there is real excitement at the agencies. As part of the Executive Order, each agency has Lean goals outlined in their Strategic Plan and in their budget documents which are currently being reviewed. The November 16, 2015, Lean Ambassador meeting was very positive.

Debrief on Lean Government Leadership Summit October 23, 2015

Janet Coit noted that the Lean Government Leadership Summit, which took place on October 23, 2015, included nearly every department director, all members of the Lean Steering Committee, a number of Lean mentors, and guest speakers who are experts in Gallup's StrengthsFinder. The Lean Summit was very successful and the Governor requested regular report outs from agencies on Lean initiatives and progress. Janet Coit extended thanks to Karl Wadensten, Jackie Beshar, and Robert Imbruglio, who did much of the leg work on the Lean Summit. A tour of the TACO facility followed the Summit. A number of the attendees were very engaged and one wrote in a survey that in all their years on state government, they never felt more excited by a conference or meeting they attended--it was really inspiring. The Governor would like to hold a Lean conference in Rhode Island and invite government agencies and private companies from around the country.

Janet Coit reported that some attendees felt there should be more specific action items and assignments, to include report outs from people who have been most engaged in Lean, including state workers from the Department of Health who are motivated and add value to their agencies. Motivated agency staff are emerging and are identifying Lean as a problem solving technique and are starting their own initiatives. The need for more action items, including an outline of what each department director responsible to lead and follow through on was identified. There is also a need to get the mentorship program in place. Karl Wadensten mentioned the importance of establishing a feedback loop.

Macky McCleary and Janet Coit followed up with the Leadership RI about StrengthsFinders. There is a statewide initiative run by Leadership RI that may provide a useful professional development program for Lean-focused state employees. The Lean Steering Committee is using StrengthFinders to pair mentors. A possible goal would be to have RI state government embrace this effort, but it requires training. The cost is a concern.

Janet Coit would like the Cabinet mentor program discussions to include information on how we are using the StrengthsFinder program and what it would mean to require every department to do it, along with the training. The Steering Committee would like to see a few agencies pilot it, to see how it rolls out and how it will fit. Guidance will be provided for Deborah Dawson/ Human Resources on this initiative.

Neil Steinberg asked how the process will tie in going forward. Janet Coit and Karl Wadensten talked about the attributes for "forward looking" hires, and how it is effective in the hiring and onboarding process. One of the goals is to have agencies report on the results, not just on the process.

Karl Wadensten pointed out that many organizations need to do more with less and become problem solvers. There are many continuous improvement initiatives being put into motion in private industry and government to improve customer service and efficiencies. Part of what the Governor is trying to do is to be more positive about Rhode Island and to report out that state agency customer service is a focal point in next year's plan.

The performance metrics work that Brian Daniels is doing currently with agencies provides a framework for customer service tools that can be implemented. There is a need for an opportunity for motivated state workers to talk with one another, and a communications strategy is needed that

focuses on results. Communications back from the agencies should involve a feedback loop from stakeholders. There is also a need for stakeholder input to invite people to share their thoughts on progress thus far, which may be different between agencies, and part of it would be a feedback loop back to the public. The goal is to have each agency come up with some method of measuring of customer satisfaction.

The Department of Administration's Strategic Plan focus is customer service process improvement for all internal services including, HR, IT, Purchasing, and to develop with a standard template to score across all departments, so that ultimately customer service scores can be defined. This is part of the overall measurement component. Departments will need to tailor the surveys to their own customer satisfaction requirements, and certain criteria. Department of Motor Vehicles, for example, would provide a good test case.

Departmental performance measures will be rolled out. They are currently on the Transparency Portal, but they are being updated to align with the Strategic Plans, and in many cases the Lean projects that agencies are doing are tied to their key performance indicators, so the public and Lean Steering Committee should be able to see agency specific measures, such as timeliness. Measures vary, since the total number of permits received varies by agency, therefore, the need for greater resources in specific areas should be identified to improve efficiencies.

Karl Wadensten mentioned that one of the objectives should be to standardize routine tasks as much as possible, so that time is freed up for more complex projects and tasks. At a Commerce Commission meeting, the Governor reviewed Commerce initiatives, including 195 Commission, Quonset Corporation, the Airport Corporation, and Department of Motor Vehicles -- all agencies that are interdependent of one another. There is a need for alignment of the people, processes, and how all of the interdependent pieces are moving forward together. From a business perspective, companies pursue processes where customer service excels, since business decisions are based on the path of least resistance.

A follow up to the Summit should be provided to agency directors so that they are clear on what is needed from them, including guidance on recognizing motivated employees. The Governor should emphasize the Lean initiative at the cabinet meetings, along with the Mentor program, to keep up momentum.

Staff Updates – Andy Manca

A3 Competition

The A3 competition was an effort to identify agencies with Lean project proposals that showed technical expertise and which were most aligned with strategic plans. Twelve A3s were received, and three were selected based on technical scores:

1. BHDDH - Effort to streamline Consent Decree response
2. DMV – Title Run, reducing number of process steps, improving mailroom processing, relying less on paper processing
3. DEM – Storm water process

A challenge grant is available to assist with the implementation of these projects.

Staff Training

486 agency staff have attended Lean 101 training since the Executive Order was signed (not including previously trained DEM staff and those at Department of Human Services who received outside training). OMB would like to schedule trainings on a quarterly basis and a tutorial should be developed. Lean trainings should be available on the Office of Management and Budget website, a web based training platform should be developed and work should be done to develop steps that can be taken to effectively implement Lean process improvements at both the municipal and state levels. Summit deliverables should be implemented consistently. Challenges to connect motivated staff should be addressed.

The Lean Steering Committee is interested in scheduling a tour of a Lean facility once a year and would like to emphasize that Lean cultural change follows Lean events. A field trip should be planned on the anniversary of the Executive Order. Interagency Lean exchanges should be set up for idea sharing and review of process improvements and agencies should be invited to Kaizen events. The Committee suggested that the Governor invite Lean friendly legislators to be included in the Lean process, so that they can understand the organic process of Lean in agencies.

The URI Lean certification program was discussed, as well as laying the framework for URI certification programs in Lean 101 and Lean 201. Polaris was mentioned as a possible provider, as well as CCRI.

Departmental Projects

Department Lean projects being formalized include:

- Department of Administration
 - Budget
 - Minority business enterprise certification
 - Labor grievance processes
- Department of Business Regulation
 - Legal case management
 - Professional licensing
 - Bank applications
- Department of Motor Vehicles
 - Appointment scheduling
 - Record digitization
- Department of Health
 - Professional licensing
 - Complaint process
- Department of Children, Youth & Families – (to be finalized)
 - Child welfare intake
 - Child welfare adjudication process

The projects are expected to provide a true value add, and should provide valuable process improvement insight for other departments. Trainings will eventually become second nature and will help to identify tools needed to implement Lean processes.

Lean Mentorship Initiative – Status / Next Steps

Mentor matching is an important part of the process and the Committee is using StrengthsFinder data to pair Lean Ambassadors with Lean Mentors (list of Lean Mentors is attached to minutes). Lean value ambassadors are motivated to find Lean process information. Jackie Beshar emphasized the need to

screen the list of mentors very well. Mentors will share business organizational Lean structure and processes to tie back to Governor's order for transformational change within state agencies.

Other Business

Planning for the URI conference in Providence was discussed.

Janet Coit asked if there was any further business, and then made a motion to adjourn, Macky McCleary seconded the motion. All were in favor. Meeting adjourned at 2:34 p.m.

Minutes prepared by: Ann Marie Young

Posted: 2/10/16